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# RECORDS AND REPORTS OF WORK

BY J. W. BANCKER,

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During the past few years the application of scientific analysis to the problem of industrial management has occupied the attention of many companies. This analysis has been largely directed to the solution of the problem as it was affected by the factors of materials, processes and equipment and while it has been recognized that the study of the human element is at least as important as the other elements involved, comparatively little analysis of this factor has been attempted in comparison with the thought and study directed to the others. It is evident from the articles written in the last two or three years and from the general interest now apparent that considerable thought is being given to the man problem and it is hoped that the description of employment methods and records which follows may be of assistance to those interested.

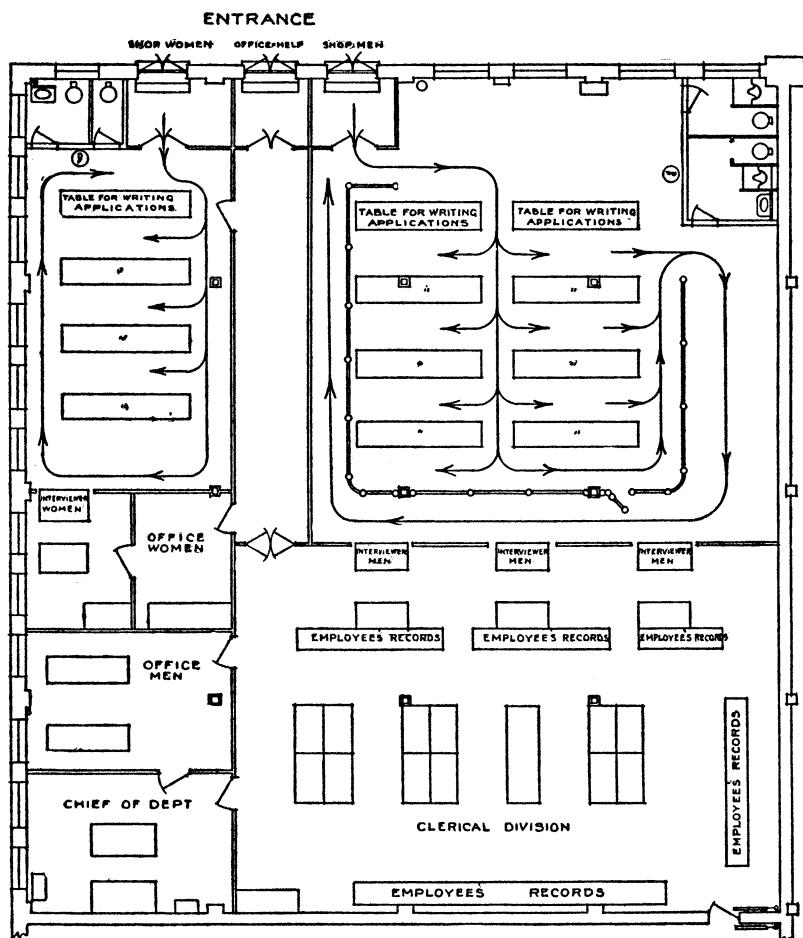
As many of the records of employees at work are those originated at the time of employment, it has seemed advisable to explain somewhat in detail the employment routine. While there are some minor differences between the methods and in the forms used in employing shop employees and office employees, for the sake of simplicity, this description will cover the methods and forms used in the employment of shop employees only.

It was considered advisable in laying out the employment department to divide the applicants into four main divisions: shop men, shop women, office men and office women, and the layout of this department which follows shows how the arrangement of the department accomplishes the separation desired and also indicates the line of travel for each class of applicant.

## RECORDS

### *The Hiring of Employees*

When additional help is required by any department, a requisition, form 256 GN, is sent by the department chief to the employment department.



As rapidly as these forms are received they are sorted according to the general divisions specified above and added to lists which show the requirements of the works for each class of help. These lists are placed in the hands of the interviewers who are thereby informed as to the total requirements of the works for each class of help.

255 GN (11-16)

**EMPLOYMENT DEPARTMENT** \_\_\_\_\_ **191** \_\_\_\_\_

PROVIDE HELP AS FOLLOWS:

NUMBER	KIND	RATE

VACANCY CAUSED BY \_\_\_\_\_

TEMPORARY } INCREASE IN FORCE ON ACCOUNT OF \_\_\_\_\_  
PERMANENT }

APPROVED } \_\_\_\_\_ SIGNED \_\_\_\_\_ SEC. \_\_\_\_\_ FLOOR \_\_\_\_\_

THIS COUPON TO BE SENT TO THE EMPLOYMENT DEPARTMENT  
WHEN PROPERLY APPROVED

FORM 256 GN

When the applicant applies personally he is first given a preliminary interview to determine his general fitness for any of the positions which are to be filled. If he seems to meet the requirements or is a desirable prospective, he is requested to fill out an application blank, form 213 GN.

After filling out this blank he returns to the interviewer who carefully scrutinizes the application blank and by questioning the applicant endeavors to determine his ability to fill the position which is vacant.

On certain classes of skilled help it has been thought desirable to have the department head finally interview the applicant before assigning him to the position vacant and in these cases the applicant is sent to the department head with the application blank and form H. W. 1255 enclosed in the pass envelope, form H. W. 1405.

By means of this pass envelope the applicant can be properly directed to the department by the police officers of the works. If the applicant is satisfactory to the department head he so indicates it on form H. W. 1255 and returns the applicant to the employment department with both forms in a sealed envelope. The approved applicant is then given a pass, form H. W. 87 and sent to

*Western Electric Company,*  
INCORPORATED

APPLICATION FOR EMPLOYMENT

DATE \_\_\_\_\_ 191\_\_

NAME IN FULL \_\_\_\_\_ (NO INITIALS PERMITTED) \_\_\_\_\_ NATIONALITY \_\_\_\_\_

ADDRESS \_\_\_\_\_ TELEPHONE NO. \_\_\_\_\_

PLACE OF BIRTH \_\_\_\_\_ DATE OF BIRTH \_\_\_\_\_ (MONTH, DAY AND YEAR) MARRIED? \_\_\_\_\_

NAME OF SCHOOL \_\_\_\_\_ FROM \_\_\_\_\_ TO \_\_\_\_\_ DID YOU GRADUATE? \_\_\_\_\_

NAME OF HIGH SCHOOL \_\_\_\_\_ FROM \_\_\_\_\_ TO \_\_\_\_\_ DID YOU GRADUATE? \_\_\_\_\_

OTHER EDUCATION OR TRAINING \_\_\_\_\_

KIND OF WORK WANTED \_\_\_\_\_

HAVE YOU ANY PHYSICAL DEFECTS? \_\_\_\_\_ AMOUNT OF WAGES OR SALARY EXPECTED? \_\_\_\_\_

FORMER EMPLOYERS

GIVE THE NAMES OF THE FIRMS YOU HAVE WORKED FOR BEGINNING WITH THE LAST	WHAT WORK DID YOU DO	HOW LONG EMPLOYED	DATE OF LEAVING	WHAT WAGES OR SALARY DID YOU RECEIVE?
1. LAST EMPLOYER				
NAME _____				
ADDRESS _____				
WHY DID YOU LEAVE? _____				
2. NAME _____				
ADDRESS _____				
WHY DID YOU LEAVE? _____				
3. NAME _____				
ADDRESS _____				
WHY DID YOU LEAVE? _____				
4. NAME _____				
ADDRESS _____				
WHY DID YOU LEAVE? _____				

HAVE YOU EVER BEEN EMPLOYED BY ANY TELEPHONE COMPANY \_\_\_\_\_

IF SO GIVE ITS NAME AND ADDRESS \_\_\_\_\_

DATE OF ENTERING ITS SERVICE \_\_\_\_\_ DATE OF LEAVING ITS SERVICE \_\_\_\_\_

HAVE YOU EVER BEEN EMPLOYED BY THE WESTERN ELECTRIC COMPANY? \_\_\_\_\_ IF SO, WHEN? \_\_\_\_\_

HAVE YOU ANY RELATIVES IN THE EMPLOY OF THIS COMPANY \_\_\_\_\_ IF SO, GIVE NAMES? \_\_\_\_\_

INTRODUCED TO THIS COMPANY BY \_\_\_\_\_

REFERENCES (DO NOT REFER TO RELATIVES)

NAME	ADDRESS	BUSINESS
_____	_____	_____
_____	_____	_____
_____	_____	_____

DATE ASSIGNED \_\_\_\_\_ DEPARTMENT \_\_\_\_\_ RATE \_\_\_\_\_

VACANCY, INCREASE, TEMPORARY, PERIOD EXPIRES \_\_\_\_\_

213 GN  
12-1915

READ RULES ON OTHER SIDE

Form 213 GN

N. W. 1255

**WESTERN ELECTRIC COMPANY, INCORPORATED**

MR. \_\_\_\_\_ DEPT. NO. \_\_\_\_\_ DATE \_\_\_\_\_

THE BEARER, \_\_\_\_\_ IS SENT IN RESPONSE

TO YOUR REQUISITION FOR \_\_\_\_\_

PLEASE FILL OUT BLANK, AS INDICATED. AND RETURN TO EMPLOYMENT DEPARTMENT WITH APPLICANT.

EMPLOYMENT DEPARTMENT, PER \_\_\_\_\_

**TO EMPLOYMENT DEPARTMENT** (ENCLOSE IN SEALED ENVELOPE)APPLICANT ACCEPTED AT \_\_\_\_\_ PER <sup>HOURLY</sup>WEEK TO REPORT FOR WORK (DATE) \_\_\_\_\_THIS ADDITION IS DUE TO 

{	VACANCY	}	IN DEPT. NO. _____	
	PERMANENT INCREASE			(ON WHICH PAYROLL HE OR SHE SHOULD BE ENTERED)
	TEMPORARY INCREASE			

APPLICANT REJECTED ON ACCOUNT OF \_\_\_\_\_

DEPT. NO. \_\_\_\_\_ PER \_\_\_\_\_

FORM H. W. 1255

the medical department where he is examined as to his physical fitness and a complete record of the physical conditions found is entered on form H. W. 3051 which is filed permanently in the medical department.

N. W. 1405

APPROVED \_\_\_\_\_

**WESTERN ELECTRIC COMPANY, INCORPORATED**  
EMPLOYMENT DEPT.

DATE \_\_\_\_\_

**PASS BEARER To**

MR. \_\_\_\_\_ DEPT. NO. \_\_\_\_\_

MR. \_\_\_\_\_ DEPT. NO. \_\_\_\_\_

MR. \_\_\_\_\_ DEPT. NO. \_\_\_\_\_

MR. \_\_\_\_\_ DEPT. NO. \_\_\_\_\_

FORM H. W. 1405

H W 87

**APPLICANTS PASS TO MEDICAL DEPT.**

NAME \_\_\_\_\_ DEPT. \_\_\_\_\_

SENT TO MEDICAL DEPT. FOR PHYSICAL EXAMINATION

DEPT. 1310

SIGNATURE OF APPLICANT

REPORT \_\_\_\_\_ EXAMINING PHYSICIAN \_\_\_\_\_

FORM H. W. 87

The applicant is then sent back to the employment department with pass H. W. 87, indicating whether or not he has satisfactorily passed our physical requirements. If he has he is then given the pass coupon of form H. W. 5243, which specifies the date and the time on which he is to report to work.

H W 3051-A

**PHYSICAL EXAMINATION—MEN**

NAME		CLOCK NO.		DEPT. NO.	
ADDRESS		MARRIED SINGLE		AGE	
NATIONALITY	OCCUPATION	DATE EMPLOYED	DATE EXAMINED	REFERRED BY	
WHAT DISEASES HAVE YOU HAD? NATURE		DATE	DURATION	COMPLICATIONS	
WHAT INJURIES, ACCIDENTS OR SURGICAL OPERATIONS HAVE YOU HAD? NATURE		DATE	DURATION	RESULTS	
HAVE YOU EVER HAD: HEMORRHOIDS		RHEUMATISM	FISTULA	VENEREAL DISEASE	
SIGNED _____					
HEIGHT	WEIGHT	TEMPERATURE	INSPECTION & PALPATION OF HEAD & NECK		
TONGUE	TEETH	GUMS	THROAT	NASAL PASSAGES	

FORM H. W. 3051-A

VISION		RIGHT	LEFT	COLOR BLIND	WEAR GLASSES	HEARING		RIGHT	LEFT
LUNGS					PERCUSSION				
AUSCULTATION									
HEART		SOUNDS	RHYTHM	SIZE	BLOOD PRESSURE		SYSTOLIC	DIASTOLIC	PULSE PRESSURE
PULSE		CHARACTER OF		CONDITION OF ARTERIES		INGUINAL OR FEMORAL HERNIA		CONDITION OF INGUINAL RINGS	
GENITO URINARY SYSTEM		VARICOCELE			HYDROCELE		VARICOSE VEINS		
CONDITION OF ABDOMINAL VISCERA							EXTREMITIES		JOINTS
URINALYSIS		SPEC. GRAVITY		ALBUMEN	SUGAR	SEDIMENT		MICROSCOPIC	
PUPILS		TREMORS		STELLWAG GRAEF'S ROSENBERG	SPINE	GLANDS		REFLEXES	
SCARS OR DEFORMITIES FROM OPERATION, INJURY OR DISEASE									
EVIDENCE OF INFECTIOUS DISEASE					ACCEPTED	PHYSICALLY UNFIT		REJECTED	
WHY									

SIGNED \_\_\_\_\_  
EXAMINING PHYSICIAN

FORM H. W. 3051-A

H W 5243-A (2-14)

## NEW EMPLOYEE'S PASS

### WATCHMAN, PASS

CLOCK NO.		NAME	
TO DEPT. NO.	FLOOR	SECTION	NAME OF FOREMAN
TO REPORT (DATE)	A.M.		
	P.M.		
REPORTED	DATE	EMPLOYMENT DEPARTMENT	
A.M. P.M.		WATCHMAN	
NOTED		NOTED	
EMPLOYMENT DEPARTMENT		PAY ROLL DEPARTMENT	
EMPLOYMENT APPROVED			

EXAMINING PHYSICIAN

PASSES BEARER TO DEPARTMENT INDICATED IF PRESENTED ON THE DATE SPECIFIED. TO BE SURRENDERED TO THE FOREMAN'S CLERK IN EXCHANGE FOR EMPLOYEE'S ENTRANCE CARD, THEN FORWARDED TO THE EMPLOYMENT DEPT. NO. 1056

FORM H. W. 5243-A



H W 5243-B

**NOTIFICATION OF NEW EMPLOYEE**

CLOCK NO.	NAME		
TO DEPT. NO.	FLOOR	SECTION	NAME OF FOREMAN
TO REPORT (DATE)	A.M.		EMPLOYMENT DEPARTMENT
	P.M.		
CLASS OF LABOR (USE STANDARD CLASSIFICATIONS PER INSTR. A-3-B)			
RATE OF PAY		VACANCY INCREASE TEMPORARY	
PER			

SIGNED

FOREMAN

**FOR HOURLY RATES:**—RATE SHALL BE DETERMINED AND THIS FORM FORWARDED TO EMPLOYMENT DEPARTMENT AS SOON AS POSSIBLE, IN NO CASE LATER THAN FOURTH WORKING DAY PRIOR TO PAY DAY.

**FOR WEEKLY RATES:**—THIS FORM SHALL BE FORWARDED TO PAY ROLL DEPARTMENT BY SPECIAL MESSENGER AS SOON AS EMPLOYEE STARTS WORK.

FORM H. W. 5243-B

He is also given in pamphlet form copies of the shop rules and the benefit fund plan. The second coupon of form H. W. 5243 is sent by the employment department to the department head to whom the new employe is to report, together with an employe's entrance card, form H. W. 1501 and identification card, form H. W. 411.

NO EMPLOYEE WILL BE ALLOWED TO ENTER THE  
FACTORY WITHOUT SHOWING HIS CARD.

**WESTERN ELECTRIC COMPANY.**  
INCORPORATED

EMPLOYEE'S CARD.

NAME.....

CLOCK NO. .... DEPT. NO. ....

SIGNED.....

FOREMAN,

FORM H. W. 1501-A

## HW 1501-A (1-18)

EVERY TIME AN EMPLOYEE COMES IN OR GOES OUT HE MUST REGISTER ON THE CLOCK. AT NOON EVERY ONE MUST REGISTER "OUT" WITHIN 15 MINUTES AFTER STOPPING TIME AND "IN" NOT EARLIER THAN 30 MINUTES AFTER STOPPING TIME.

FOR EACH FAILURE TO REGISTER, A DEDUCTION OF ONE-HALF HOUR WILL BE MADE FROM EMPLOYEE'S TIME.

ANY EMPLOYEE LOANING HIS CARD TO, OR REGISTERING FOR ANOTHER, WILL BE SUBJECT TO IMMEDIATE DISCHARGE.

THIS CARD MUST BE RETURNED TO THE PAY ROLL DEPARTMENT WHEN FINAL PAY IS DRAWN.

IF THIS CARD IS LOST, TWENTY-FIVE (25) CENTS WILL BE DEDUCTED FROM WAGES DUE.

SIGNED \_\_\_\_\_  
EMPLOYEE.

## FORM H. W. 1501-A

When the new employe reports for duty he presents the pass to the police officer who directs him to the department to which he has been assigned. Upon arrival in that department he reports to the department clerk who assigns him a clock number, gives him the entrance card, witnesses his signature on the identification card, provides him with locker space and then turns him over to the foreman or his assistant for assignment to work. The department clerk then forwards form H. W. 5243 to the pay roll department as a notification that the new employe has reported and has been assigned to work.

H W 411 (KR-27)

## EMPLOYEE'S IDENTIFICATION CARD

THIS LINE FOR USE OF EMPLOYMENT DEPARTMENT ONLY

<b>SIGNATURE</b>		<b>CLOCK NO. ASSIGNED</b>
<b>DATE OF BIRTH</b>	<b>BIRTHPLACE</b>	
<b>DATE REPORTED FOR WORK</b>	<b>SIGNATURE WITNESSED</b>	<b>DEPT. NO.</b>
<b>SIGNATURE AND OTHER DATA COMPARED</b>		<b>EMPLOYMENT DEPT.</b>
<b>REMARKS</b>		

THIS FORM MUST BE SENT TO THE EMPLOYMENT DEPARTMENT AS SOON AS  
NEW EMPLOYEE REPORTS FOR WORK.

FORM H. W. 411

Within four days the department head enters on the second coupon of form H. W. 5243 the new employee's rate of pay (which must be within standard rates set for the class of work to which he is assigned), signs it and sends it, together with the identification cards, form H. W. 411, to the employment department. The employment department, from the information on the application blank and form H. W. 5243 received from the department head, makes out an employee's rate card,

H W 9 (6-13)

NAME (IN FULL)

DATE OF BIRTH (MONTH, DAY AND YEAR)

NATIONALITY		ADDRESS (INST. BRANCH ONLY)				
MARRIED <input type="checkbox"/>	SINGLE <input type="checkbox"/>	VACANCY <input type="checkbox"/>	INCREASE <input type="checkbox"/>	TEMPORARY. EXPIRES		
ENTERED ON PAY ROLL	CLOCK NO.	DEPARTMENT		DATE	RATE	APPROVED
		NAME	NO.			

FORM H. W. 9-A

ENTERED ON PAY ROLL	CLOCK NO.	DEPARTMENT		DATE	RATE	APPROVED
		NAME	NO.			

FORM H. W. 9-B

form H. W. 9, which after being approved, in accordance with certain prescribed instructions, is sent to the pay roll department as a notification to enter the new employee on the pay roll. The employment department checks the signature on the identification card with that on the application blank, forwarding the identification card to the cashier to be used in checking the signatures on pay receipts and sends out inquiries to the references given by the new employee on his application blank. The replies to these inquiries, the application blank, form H. W. 5243, medical department pass, and interview slip, form H. W. 1255, when it is used, are then filed

permanently in employe's folder, form 412 GN, on which is noted the employe's name, department and employment date.

Form 412 G N

NAME		
DATE EMPLOYED	DEPARTMENT	DATE OF LEAVING

FORM 412 G. N.

This folder is then filed alphabetically.

Employment records are held indefinitely and in the employment department are filed folders for all employes hired for the past five years, those for employes hired prior to that time being filed in a general record room.

As soon as an employe has been assigned to work the department clerk originates record of attendance and earnings card, form H. W. 135, to which is posted each day the number of hours worked, it being indicated each day by means of a symbol whether or not the employe was late. At the end of the week the totals of the number of times late, the day work hours and piece work hours worked are entered, together with a record of the employe's pay which is obtained from the pay receipt.

This is one of the most important records which we keep, showing as it does a complete record of the employe's punctuality, attendance and earnings, also showing his average and minimum earnings per hour for each month and for the six months' period. The data obtained from these cards is used at the semi-annual revision periods later referred to and is used continually by department heads and their superiors in watching the progress of the operators as indicated by their earnings.

When the cards have been completely filled they are forwarded to the employment department and filed in the employe's folder with the other papers, a new card being started by the department clerk for the subsequent period.

## 263

FORM H. W. 135-A

WEEK ENDING \_\_\_\_\_

HOURS D. W. \_\_\_\_\_ CHECKED BY \_\_\_\_\_ AMOUNT \_\_\_\_\_ CHECKED BY \_\_\_\_\_

" P. W. \_\_\_\_\_ " " \_\_\_\_\_ " \_\_\_\_\_ " " \_\_\_\_\_

**TOTAL AMOUNT**\_\_\_\_\_

WEEK ENDING \_\_\_\_\_

HOURS D. W. \_\_\_\_\_ CHECKED BY \_\_\_\_\_ AMOUNT \_\_\_\_\_ CHECKED BY \_\_\_\_\_

" P. W. \_\_\_\_\_ " " \_\_\_\_\_ " \_\_\_\_\_ " " \_\_\_\_\_

**RATE PER HOUR**\_\_\_\_\_ **TOTAL AMOUNT**\_\_\_\_\_

*Record of Company Property Loaned*

For all company property loaned to employes for their use, such as keys, badges, tools, books, etc., record of company property loaned, form H. W. 5099, is made out and signed by the person receiving the property. This card is filed in the pay roll department, and in the event of employe leaving, payment of final wages will not be made until all of this property has been returned and accounted for.

H. W. 5099 (5-14)

**RECORD OF COMPANY PROPERTY LOANED**

USE SEPARATE CARD FOR EACH ITEM LOANED

DATE	NAME	CLOCK NO.	DEPT. NO.
CLASS OF BADGE		BADGE NO.	REQ. NO.
KIND OF KEY	KEY NO	SET	
MISCELLANEOUS ITEMS			

IF THE ABOVE PROPERTY IS LOST OR CANNOT BE  
PRODUCED UPON DEMAND, I HEREBY AUTHORIZE THE WESTERN ELECTRIC  
COMPANY TO DEDUCT FROM MY WAGES THE SUM OF

\$ \_\_\_\_\_ SIGNED \_\_\_\_\_

FORM H. W. 5099

*Transfer of Employes between Departments*

When it is desirable for any reason to transfer an employe from one department to another the head of the department in which the employe works originates form H. W. 2214.

Coupon B of this form is sent immediately to the pay roll department as a preliminary notice that the transfer has been made and is held there as a check against the receipt of coupon A. The A coupon of this form is approved first by the department head making the transfer, then by the head of the department to which the employe is being transferred and finally by the superior of both department heads. It is then sent to the pay roll department where the necessary changes are made on the pay roll, after which it

is sent to the employment department and filed in the employee's folder.

H W 2214-A (1-16)

**RECORD OF TRANSFER OF EMPLOYEE**

NAME				DATE OF TRANSFER	
REASON FOR TRANSFER					
	DEPT. NO.	CLOCK NO.	RATE	CHARACTER OF SERVICE	
FROM				WORK	GOOD
TO				CONDUCT	FAIR
				ABILITY	UNSATISF
VACANCY OR TRANSFER OF WORK <input type="checkbox"/> INCREASE <input type="checkbox"/>				WOULD YOU RE-EMPLOY?	
TEMPORARY TRANSFER				CLASS OF WORK	
EXPIRES					
SIGNED					
DEPT. NO.					
APPROVED					
SECURE APPROVALS IN ACCORDANCE WITH G.M.I. 30.111 AND FORWARD AT ONCE UNDER COVER TO PAY ROLL DEPARTMENT NO. 5039					

H W 2214-B (1-16)

**PRELIMINARY TRANSFER NOTICE-PAY ROLL RECORD**

CLOCK NO.	NAME	
FROM DEPT. NO.	TO DEPT. NO.	DATE OF TRANSFER
SIGNED		

H. W. 2214-A RECEIVED IN PAY ROLL DEPT.		DEPT. NO.	
DATE	HOUR	DATE	PAY ROLL RECORDS CHANGED
COMPANY PROPERTY FILE CHECKED		H. W. 2214-A SENT TO EMPLOYMENT DEPT.	
DATE		DATE	
PAY ROLL CLERK		PAY ROLL CLERK	

THIS PART TO BE SENT AT ONCE TO PAY ROLL DEPARTMENT NO. 5039 WHERE IT SHALL BE HELD UNTIL RECEIPT OF H. W. 2214-A

FORM H. W. 2214-A AND B

*Re-rating Employees*

In order that the rates of employees may be maintained in accordance with the kind and quality of work performed by them or changed when their position or general class of work is changed, two methods are provided. By the first method the rate of pay

of every employe is considered at fixed semi-annual periods. The names are listed on form H. W. 304 which is self-explanatory and on which department heads make their recommendations for changes in rates.

JW 304-G (12-16)		SALARY PAY ROLL RATE REVISION SHEETS				DEPARTMENT NO.		(SHEETS)		JANUARY 8, 1918	
<p>(1) MR. FOLLOWING IS A LIST OF SALARIED EMPLOYEES WHO REPORTED TO YOU ON THE ABOVE DATE. RECOMMEND SUCH CHANGES IN PAY AS YOU CONSIDER JUSTIFIED. INCREASES TO TAKE EFFECT APRIL 2, 1918; DECREASES APRIL 30, 1918. NOTE CAREFULLY THE RULES GIVEN IN INSTRUCTION NO. 30.132. ERRORS ON, AND OMISSIONS FROM LIST MUST BE IMMEDIATELY REPORTED TO THE CHIEF OF THE PAY ROLL DEPARTMENT. FOR TRANSFERS FROM ONE DEPARTMENT TO ANOTHER AFTER JANUARY 8, 1918. NO CHANGE IS TO BE MADE ON LIST, BUT RECOMMENDATIONS MUST BE APPROVED BY THE CHIEFS OF THE DEPARTMENTS LEFT AND ENTERED.</p>											
<p>MUST REACH (2) CHIEF OF DIVISION; NO. BY JANUARY 28, 1918            (3) CHIEF OF BRANCH; NO. BY FEBRUARY 1, 1918            (4) ASST. GENL. SUPERINTENDENT, NO. BY FEBRUARY 8, 1918            (5) CHIEF OF ACCOUNTING DIVISION, NO. 5025 BY FEBRUARY 12, 1918            (6) GENERAL SUPERINTENDENT, NO. 5001 BY FEBRUARY 18, 1918</p>											
NAME	CLASS OF WORK	AGE	PER CENT REGULAR HOURS PRESENT	CONTINUOUS SERVICE FROM		DATE LAST CHANGE IN PAY		PREVIOUS RATE	PRESENT RATE	RATE RECOM- MENDED CHECK THIS " " " " FOR "NO CHANGE"	NOTED
				MO.	YR.	MO.	YR.				
<p>ABOVE CHANGES RECOMMENDED</p>											
CHIEF OF DIVISION				ASST. GENL. SUPERINTENDENT							
CHIEF OF DEPARTMENT				CHIEF OF BRANCH				GENERAL SUPERINTENDENT			
<p>THIS IS TO CERTIFY THAT ABOVE RATES (CHANGED AND UNCHANGED) AGREE WITH THOSE ON ORIGINAL SHEETS APPROVED IN ACCORDANCE WITH G. H. S. (G. H. S. 30.132).</p>											AUDITOR

FORM H. W. 304

After these recommendations have received the prescribed approval, the lists are sent to the pay roll department who make the authorizes changes on the pay roll. At this periodic revision the employe's record is carefully considered, it being required of the department head that he give good reasons, not only for such increases as are recommended, but also for not recommending increases in those cases where the rate has remained stationary for any length of time.

Under certain conditions it is necessary to re-rate employes at other than the regular revision periods and for this purpose, a re-rating card, form H. W. 5286 has been provided.

Such a re-rating is authorized in the case of a new employe when it is found that the starting rate is too low for the grade of work performed. In these cases a re-rating may be made within sixty days after date of hiring. A re-rating is also authorized in cases where an employe is changed from one class of work to another for



H. W. 5286-A (1-16)

**RE-RATING REQUISITION**

<b>EMPLOYMENT DEPARTMENT NO. 5533</b>			<b>DATE</b> <b>191</b>	
<b>PLEASE RE-RATE</b>				
<b>CLOCK No.</b>	<b>NAME</b>			
<b>FROM</b>	<b>TO</b>	<b>DATE EMPLOYED</b>	<b>NEW RATE TO DATE FROM</b>	
<b>PER</b>	<b>PER</b>		<b>191</b>	
<b>REASON</b>				
<b>SIGNED</b>			<b>DEPT. No</b>	
<b>APPROVED</b>		<b>FOREMAN</b>	<b>APPROVED</b>	

FOREMEN OR CHIEFS OF DEPARTMENTS SHALL SECURE APPROVALS AND FORWARD AT ONCE TO DEPARTMENT NO. 5533  
IN ACCORDANCE WITH G. M. 11-20-1922.

FORM H. W. 5286-A

which the rate paid is different from that on which he has been working. This form is originated by the department head who sends the original to the employment department, retaining the duplicate as his record. The employment department obtains the employee's rate card from the pay roll department, inserts the new rate, obtains the necessary approvals, returns the rate card to the pay roll department and files the re-rating form in the employee's folder.

*Employees Leaving the Service of the Company*

When an employee wishes to leave of his own accord, or is to be laid off due to lack of work in his department, or is to be dismissed for inability to perform the work assigned to him, he is referred to the employment department for an interview. If it is found to be advisable to give him employment at other work for which there is a vacancy, arrangements are made for a regular transfer. If there is no other work available a record card is filled out by the interviewer giving the employee's name, address, department number and class of work. These are filed in the employment department and are used as preferred record of applicants in filling subsequent vacancies. If the employee cannot be used in any other department or is being dismissed for disciplinary reasons, the department head originates employee's leaving notice, form H. W. 421.

EX-EMPLOYEE'S RECORD									
H.W. 421									
TO EMPLOYMENT DEPT. NO.			DATE			LAST DAY WORKED			
CLOCK NO.			NAME						
ADDRESS									
REASON FOR LEAVING		CHARACTER OF SERVICE				REINSTATEMENT			
LEAVE OF ABSENCE			GOOD	FAIR	UNSATISFY	NO OBJECTION			
LAID OFF		WORK				DO NOT RE-EMPLOY FOR THIS DEPT. (FOR REASONS GIVEN BELOW)			
OWN ACCORD		CONDUCT							
SUSPENDED		ABILITY							
DISMISSED		CLASS OF WORK PERFORMED							
DISCHARGED									
REMARKS (GIVE COMPLETE INFORMATION CONCERNING REASON FOR LEAVING)									
SIGNED _____ FOREMAN, DEPT. NO. _____									
THIS COUPON MUST BE DETACHED BY THE FOREMAN OR HEAD OF DEPARTMENT AND SENT AT ONCE UNDER COVER TO THE EMPLOYMENT DEPARTMENT									
EMPLOYEE'S LEAVING NOTICE									
TO PAY ROLL DEPT NO.		TO CASHIER NO.		DATE		LAST DAY WORKED			
USE THE FOLLOWING INFORMATION FOR CLOSING THE ACCOUNT OF:—									
CLOCK NO.		NAME							
ADDRESS									
RETURNED					TOOL STOCKKEEPER				
TOOLS DEDUCT FOR									
BADGE RETURNED			LOCKER KEY RETURNED			DOOR KEY RETURNED			
PAY EMPLOYEE _____									
AT ONCE		ON REG. PAY DAY		FOREMAN, DEPT. NO. _____					
DATE	ACCOUNT CLOSED		DATE	DROPPED FROM ROLL		DATE	RATE CARD TO EMP. DEPT.		
	PAY ROLL CLERK			PAY ROLL CLERK			PAY ROLL CLERK		

AFTER PAYING EMPLOYEE CASHIER SHALL RETURN THIS COUPON TO PAY ROLL DEPARTMENT

FORM H. W. 421<sup>1</sup>

The upper coupon denoted "Ex-Employee's Record" after being filled out completely is detached and sent under sealed cover to the employment department where a notation is made on the cover of the employee's folder, form 412 GN, and the record filed permanently in the folder. The lower coupon, designated as the "Leaving Notice" is filled out to show the employee's name, clock

<sup>1</sup>For reverse side of this notice, see p. 263.

number and latest address, and is used first to clear up all indebtedness of the employe for property which has been loaned to him. The employe is then sent to the pay roll department with this coupon where his account is closed and he is given a pay check for the amount of wages due which, after signing, he presents with the leaving notice to the cashier in exchange for the money due him. After payment has been made the cashier returns this coupon to the pay roll department, on receipt of which the employe's rate card is removed from the pay roll file and forwarded to the employment department where it is filed with the other records in the employe's folder.

In addition to the various forms described above which are filed in the employe's folder, complete detailed reports of all accidents, the papers in connection with all benefit payments under our benefit plan, special investigations, notices of salary garnishment, etc., are all finally sent to the employment department and filed in the employe's folder.

All of the employe's folders are filed alphabetically in locked cabinets and can only be sent out of the department to certain designated officials. When necessary to send these folders out of the department, form H. W. 3172 is inserted in their place.

H. W. 3172 (2-14)

**THIS FOLDER IS  
OUT**

**DO NOT REMOVE THIS CARD**

NAME	DEP'T	STATE WHY PAPERS WERE REMOVED AND TO WHOM THEY WERE SENT	DATE	REMOVED BY SIGN HERE

**THIS CARD MUST BE FILLED OUT AND PUT INTO FILE  
WHENEVER A FOLDER IS REMOVED FROM THE LIVE OR  
DEAD FILES**

## REPORTS

Reports are of value in showing general conditions and tendencies. In developing the reports issued by the employment department we have endeavored to have them show the volume of work handled and the turnover and stability of the force. The forms shown below are those of reports issued regularly and in order that the figures may be comparable as between months the data is filled in each month on a tracing containing the figures for the previous months and blueprint copies made and distributed to those interested.

Western Electric Company, Inc.,  
Employment Department.

Standard Report No. M-428.8

REPORT OF WORK IN EMPLOYMENT DEPARTMENT.

	<u>January.</u>			<u>Feb. to Dec.</u>	<u>Total for Year.</u>
	<u>Men.</u>	<u>Women.</u>	<u>Total.</u>		
<b>Applicants Interviewed</b>					
<b>Employed</b>					
New					
Reinstatements					
Total					
Did not Report for Duty					
Net Addition to Pay Roll (1)					
<b>Left Employment</b>					
Left Own Accord					
Laid Off Lack of Work					
Suspended					
Dismissed					
Discharged					
Deceased					
Leave of Absence					
Pensioned					
Total (2)					
<b>New Gain on Pay Roll (1-2)</b>					
<b>% Net Gain to Net Addition</b>					
<b>% Reinstatements to Net Addition</b>					
<b>Transfers between Departments</b>					

REPORT M-428.8

Report M-428.8 is of value in showing the net gain on the pay roll in relation to the total number of employees, also the number of reinstatements and the percentage of such reinstatements to the total number employed. These reinstatements cover employees who have previously left the service of the company and have been reemployed. The report is also of value in showing an analysis of the employees leaving the service of the company by the general classifications which we use. This information is tabulated from the leaving notices, form H. W. 421, previously referred to.

# RECORDS AND REPORTS OF WORK

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Western Electric Company, Inc.,  
Employment Department.

Standard Report No. M-857.2

## LENGTH OF SERVICE OF EMPLOYEES LEAVING.

Length of Service	Jan. No. 1	Feb. No. 1	Mar. No. 1	Apr. No. 1	May No. 1	June No. 1	July No. 1	Aug. No. 1	Sept. No. 1	Oct. No. 1	Nov. No. 1	Dec. No. 1	Total For Year No. 1
0-2 weeks													
2-4 "													
1-3 months													
3-6 "													
6-9 "													
9-12 "													
1-2 years													
2-3 "													
3-4 "													
4-5 "													
5-10 "													
Over 10"													
Total Leaving.													
Total on Roll.													
% Leaving.													

## REPORT M-857.2

Report M-857.2 is an analysis of the length of service of employees leaving the company. The report as regularly issued is made up to show an analysis covering the works as a whole, and also by the main divisions of the organization. In addition to the regular reports special reports of the same general character are made up from time to time for the purpose of studying conditions in particular departments.

Western Electric Company, Inc.,  
Clerical Branch.

Standard Report No. A-857.1  
January 1, 1916.

## LENGTH OF SERVICE OF EMPLOYEES. Based on Pay Rolls of January 1st.

Length of Service.	Clerical Branch.		Production Branch.		Operating Branch.		Total.	
	Men.	Women.	Men.	Women.	Men.	Women.	Men.	Women.
1 Month	No. 1	No. 1	No. 1	No. 1	No. 1	No. 1	No. 1	No. 1
2 "								
up to								
11 months								
1 year								
2 "								
up to								
Maximum								

## REPORT A-857.1

Report A-857.1 is issued annually and shows the length of service of all employes on the pay rolls as of January 1. As indicated on the report, it shows the number of employes and the percentages to total number of employes for each of the periods indicated for the main divisions of the organization and the works as a whole.

## THE EFFECT OF MOTION STUDY UPON THE WORKERS

BY FRANK B. GILBRETH, MEM. A. S. M. E.,

Consulting Management Engineer

and

LILLIAN M. GILBRETH, PH.D.

Motion study makes all activity interesting. While, at first thought, this fact may not seem of great importance, in reality it is the cause of many of the far-reaching results obtained through motion study. Motion study consists of analyzing an activity into its smallest possible elements, and from the results synthesizing a method of performing the activity that shall be more efficient,—the word “efficient” being used in its highest sense.

The process of motion study is such as to interest the worker. While undoubtedly some success could be made of motion study through a trained observer merely watching the worker, we find it of utmost importance and mutually advantageous from every standpoint, to gain the full and hearty coöperation of the worker at once, and to enlist him as a co-worker in the motion study from the moment the first investigation is made. Our methods of making motion study are by the use of the micromotion, simultaneous motion cycle chart, and chronocyclegraph methods. All make it imperative that the worker shall understand what is being done and why, and make it most profitable to every one that the worker shall be able, as well as willing, to help in the work of obtaining methods of least waste by means of motion study. While the process of making motion and time studies through the use of the cinematograph, the microchronometer and the cross-sectioned screen have been so reduced in cost as to make them indispensable